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ABSTRACT

This document presents reports covering the first 3 years of the Ontario Universities' Application Centre (OUAC). The first is an account by the board chairman of the activities of OUAC Board of Management. The second, by the director of the Application Centre, recounts the development of the centre and of the undergraduate applications system. (MJM)

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Ontario Universities' Application Centre

THE FIRST THREE YEARS

1971-74

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September, 1974

74-16

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TABLE OF CONTENTS

	<u>Page</u>
Introduction	i
Report of the Chairman of the Board of Management	1
Appendix 1	19
Appendix 2	21
Report of the Director	27
Table 1	45
Table 2	47

INTRODUCTION

The following reports cover the first three years of the Ontario Universities' Application Centre. The first is an account by the Board Chairman of the activities of OUAC Board of Management. The second, by the Director of the Application Centre, recounts the development of the Centre and of the Undergraduate application system.

The notable success of the Application Centre in its first three years must be attributed to the support and co-operation of several parties directly involved and affected: the member universities, the secondary schools, the students themselves, the COU and particularly its Secretariat.

The Board of Management, for its part, owes a very special debt to Mr. Pettipiere, the designer as well as the Director of the Application Centre, for his invaluable assistance, and to the members of the Ontario Universities' Council on Admissions for their interest in, counsel to, and consistent support of, the Centre.

Finally, as Chairman for the first three years, I must express my heartfelt gratitude to my fellow Board members for their unflagging devotion to Board business and their unfailing good humour. They have made these three years an enriching and most pleasant experience.



M. A. Bider

Chairman

Board of Management

June 1974

**REPORT OF THE CHAIRMAN
OF THE BOARD OF MANAGEMENT**

In the Report of the Director, which follows, Mr. Pettipiere recounts the development and activities of the Application Centre. In this report, I shall attempt to convey the main activities of the Centre's Board of Management in its effort to carry out its tasks.

The Board's duties, as set out in 1971, were fivefold:

- 1) to recommend policy concerning the work
of the Ontario Universities' Application Centre
- 2) to recommend to COU budgets for the carrying
out of the work of the Centre
- 3) to review and evaluate the progress of the
work of the Director of the Centre
- 4) to consider and advise on proposals from the
Director of the Centre
- 5) to consult regularly with OUCA (and from time
to time with such other bodies as may appear to
the Board to be helpful) on the policy and
operations of the Centre

Nine members originally made up the Board: five from the Ontario Universities' Council on Admissions (OUCA); one each from the Ontario secondary schools (through the Ontario Secondary Schools Headmasters' Council), the Ministries of Colleges and Universities and of Education; and the Executive Director of the Centre's parent body, the Council of Ontario Universities.

(In July 1973 the Board was to acquire two more members representing the Ontario Medical Schools Application Service.)

A list of the members to date will be found at Appendix 1.

The First Three Months (August to November 1971)

The Board was appointed by the COU in late June, 1971. The Director was appointed on July 15 and assumed his position on August 17. The Board held its first meeting on August 31. Thus, the Director and the Board met the first COU stipulation: that the Centre be established by September 1st, 1971.

In its first three months, the Board dealt with four major questions: the Centre's physical arrangements (location, computer facilities, etc.); the budget for its first fiscal year; the Director's projected activities and objectives for the current year; and the Centre's and Board's network of relationships with the many bodies involved in or concerned with undergraduate admissions.

One of the first tasks of the Board was to determine a suitable name in both French and English for the Application Centre. The Board also recommended that all correspondence addressed to the Centre in French be answered in French. It then endorsed the Director's recommendation with regard to the selection of a site for the Application Centre, arrangements for computer facilities, and negotiations with the Ontario Council of University Libraries for the use of their inter-university transportation service.

The Board also approved a budget of \$150,334 for the Centre's pre-operating year of August 1971 to June 30, 1972. The Provincial Government had undertaken to provide \$150,000.

The Board's most important task, at the outset, was to ensure sound working relations with all Provincial bodies involved in or vitally concerned with admission to university. The composition of the Board provided the schools and the relevant Ministries with opportunities to participate in all deliberations and in policy making. But, it was necessary to give particular attention to the Ontario Universities' Council on Admissions (OUCA).

The Council on Admissions, created in 1965 by the then Committee of Presidents of Provincially Assisted Universities and Colleges of Ontario, had been assigned two tasks:

"to deal with all admissions questions (both policy and procedures) of joint concern to the Ontario universities and specifically to make recommendations with respect to an Ontario Universities' Application Centre."

The second task had taken six years, but the OUCA had dealt vigorously from the outset with other areas of admissions policy

and procedures, obtaining consensus and collaboration among all the Ontario universities on areas ranging from admission requirements to dates for release of offers of early admission. By 1971, OUCA's activities included: the design, production (through COU) and distribution (through the Ministry of Education) of a common General Application form; application procedures; the setting of application and admission dates; and the production of the Joint Universities' Application File at the end of each admissions cycle.

While potential conflict between the Board's first duty -- "to recommend policy concerning the work of the Ontario Universities' Application Centre" -- and OUCA's primary assignment -- "to deal with all admission matters" -- was somewhat obviated by the predominance of the OUCA representatives on the Board, there remained the problem of transfer of certain OUCA activities and responsibilities to the Application Centre and collaboration between OUCA and the Centre in other areas.

First, the Board formally acknowledged OUCA's authority in matters of undergraduate admissions policy and procedures. Secondly, it established, in collaboration with OUCA, formal links with OUCA's standing committees on Admissions Criteria and on Statistics, within whose purview fall most of OUCA's activities and where many admissions policies originated, by having the Director of the Application Centre granted membership on these committees.

This relationship amongst OUCA, the Application Centre and the Board was set down formally in a "Statement Regarding the Relationship of OUCA, the Ontario Universities' Application Centre, and the Centre's Board of Management" in which these bodies' terms of reference, responsibilities, and "inter-relationships and co-ordination" were spelt out in detail. (See Appendix 2)

Similar arrangements were worked out with the Ontario University Registrars' Association (OURA) and its Committee on Registrarial Systems and Procedures.

The Application Centre was to reinforce these channels with a network of formal contacts in the universities and secondary schools, and with the establishment of working groups. Mr. Pettipiere has described this network in his Report on the operations of the Application Centre.

Thus, by November 4, less than three months after the appointment of a Director for the Centre, the Chairman of the Board could report that the Centre was staffed and housed, had a workable budget that promised solvency for the first fiscal year, had a clearly defined working relationship with OUCA and other permanent bodies, and a schedule of activities and operations afoot for its first "pre-operating year", and that it had already begun plans for 1972-73, the first "operating year".

The Next Eight Months

From November 1971 to June 1972, the Board held six more meetings and dealt with several matters both of a "once only" and of an "annual" nature.

The Board approved a detailed "pre-operating year" schedule for the current year, as well as a schedule and systems and procedures for 1972-73, the Centre's first "operating year". It submitted to the COU a budget of \$312,124 for the Centre's operations from July 1, 1972 to June 30, 1973. It received from the Director a report on the 1972 Grade 13 file which the Centre was compiling and on the Centre's 1972 Admissions Data system, as well as a proposal regarding the confidentiality of student records, and endorsed the Director's recommendation that applicants for admission to part-time studies in the first post Grade 13 year be excluded from the Application Centre's exercise for the 1972-73 admissions session.

The Board considered the question of participation in the OUAC application procedure of Ontario degree granting institutions not members of the Council of Ontario Universities, and urged the COU to negotiate with Waterloo Lutheran University (which joined the system) and the Royal Military College at Kingston, (which, in view of its national constituency and procedural requirements, opted out of the exercise but undertook to collaborate in all other admissions aspects as in the past). Ryerson Polytechnical Institute, it transpired, had no entering year directly to its new

and projected degree programmes.

It also dealt with the Director's proposal to have the Centre assume the tasks performed by the Ontario Universities' Admissions Information Centre which had been set up in July 1971 on the University of Toronto campus by the COU on OUCA's recommendation and under its direction and supervision.

In the Summer 1972 the Application Centre collected, collated and distributed throughout the summer weekly reports on "places available" in the Ontario universities' first year programmes, and it organized information centres staffed by each university to handle enquiries from students in the university's area. The plans were approved by OUCA and carried out with the full co-operation of all the universities.

The major issue of discussion on the Board's agenda in the early months of 1972 arose in conjunction with the budget for the Centre's fiscal year 1972-73. The Board was asked to propose a formula for the financing of the Centre following the initial year. There were three possible sources of funds: the universities, the government and the students. The Board considered the alternatives submitted by the Director. The majority of the Board felt that all three parties were truly beneficiaries of the Centre's services and that all three should ideally share in the cost of the Centre proportionately to the benefits derived. As an alternative, and in an effort to find some more "quantifiable" formula, an attempt was made to estimate the savings the universities might realize

as a result of the Centre's operations from the elimination of duplicated operations such as keypunching. In the end, the COU established a formula whereby one-fifth of the cost (an estimated \$65,000) would be borne by the Universities, and four-fifths by the applicants. This would mean a \$4 charge per applicant. While the Board and OUCA perceived inequities in the fee, complaints from secondary schools and applicants were remarkably few.

As a result of these deliberations and COU's decision, the Board requested that COU set up a committee to examine the financing of the Centre. The Board recommended that the Committee have six members: two from the Board, two from OUCA, and two university finance officers -- the latter to provide financial expertise.

In the Spring the Board was able to come to the assistance of the Director -- and be of service to all the universities -- on learning that the Ministry of Education was contemplating discontinuing the production of the CROS (i.e. registering Grade 13 students) file and the Final Grade 13 Master Tape after 1972. The Board alerted both the COU and OUCA and the Chairman wrote to the Ministry to request the continuation of the service, as this was an integral part of the Application Centre's proposed system and of the Universities' admissions exercises. The presence, on the Board, of representatives from the Ministries and the Headmasters' Council was of inestimable value in bringing a full

understanding of the implications to the Ministries and hastening a favourable solution.

By the end of June, the Chairman could report that all was in readiness for the Centre's first operating year, which would begin in November with the issuing of the Centre's General Application for Admission to University form to all schools.

The Second Year (July 1972 to June 1973)

The second year saw only five Board meetings, compared with nine in the first year: one indication that the Board was quickly emerging from its -- or the Centre's -- "starting up" stage and entering the stage of predominantly routine business.

Still, the transition was gradual. While the budget (\$300,000 for 1973-74) was considered and approved, and the Centre's application systems and procedures (also for 1973-74) were endorsed and submitted to OUCA for their scrutiny and recommendations, "extraordinary" business kept the Board meetings animated.

The Board, in exploring the possibility of extending the Application Centre's services to groups other than full-time first year post-grade 13 applicants, set up a committee to examine transfers above Year One. This committee explored two main areas, undergraduates wishing to transfer into upper years at other Ontario universities, and admissions to the Ontario Medical Schools. In May, the Board approved a proposal that upper year transfers to other universities apply through the Application Centre.

This proposal was submitted to OUCA at its May meeting but was tabled in view of a study still under way regarding the function and need of a Centre -- of which, more below. However, in June the Board received a report that the Ontario Medical Schools were considering a proposal by the Application Centre and would decide by early Fall.

The Board also reacted to a request from COU to "review the function of and the need for an Application Centre" by asking two of its members to establish the method and procedures for such an enquiry and a suitable timetable, to ensure adequate consultation with all interested parties on a final report to COU in time for COU's November 1973 meeting. The results were reported in March and, at the Board's recommendation, this Committee was transferred to the COU and enlarged to include two additional members neither "registrarial" nor admissions officers.

In late Fall of 1972, the Board, in submitting the Centre's budget for 1973-74, once again reiterated its preference for some funding formula which would distribute the financing among the beneficiaries. Unfortunately, the Committee on the Financing of the Application Centre, in its final report to COU in December, was not able to arrive at any workable formula and could make no useful suggestions; this coincided with a forecast of falling enrolments and university income 1973-74. In the absence of any viable alternative, the COU decided that the Centre should become "self-supporting" through its applicant fees. The Board acceded

to the decision, but expressed its regret at having to raise the fee after only one year and its hope -- ultimately realized -- that this new fee might remain unchanged for at least two years.

Another area of interest was the release of application data by the Application Centre. The Board proposed a policy establishing the principles and procedures for access to applicant and application information by Ontario universities and other interested bodies, which was approved by COU.

In the Spring of 1973, the Ontario School Counsellors' Association formally requested membership on the Board. The Board declined to recommend to COU this addition to its membership in view of the fact that the Ontario secondary schools were already represented by a representative of the Ontario Secondary School Headmasters' Council (a constituent group of the Ontario Secondary School Teachers' Federation), that the Counsellors' Association was essentially a professional group similar to the Ontario University Registrars' Association (OURA), and that it already had "observer" status on OUCA.

The Third Year (July 1973 to June 1974)

The third year began with a special meeting in August to review the financial status of the Application Centre as a result of a substantial drop in the number of applications in the current year with a resultant deficit, and an anticipated short-fall in both

applications and income from the figures assumed in the original budget for 1973-74.

After much soul-searching and with much reluctance, the Board, acting on the explicit instructions from COU that the Centre be supported entirely by applicant fees, approved a motion whereby "the Board reluctantly endorses the recommendation that the application fee be increaeed from four to six dollars, (instead of five dollars, as previously agreed) effective October 1973, it being understood that this rate may be maintained for two years and may be expected to meet the present deficit and next year's cost of operations in full".

On a happier note, the Committee to Examine the Functions and Continuing Need of the Application Centre submitted a report to COU in November approving the operations of the Centre and recommending the continuation, and, in fact, the expansion of the Centre's operations. Both the Board and the OUCA had occasion to make recommendations to the Committee prior to the final draft of the submission to COU.

Also, the Board received a report that the Council of Ontario Faculties of Medicine (COFM) had presented a paper to the Deans of Medicine which recommended (1) that COFM approve the principle of an Ontario Medical Schools Application Service for a period of at least two years, (2) that COFM seek approval from COU that this service use the facilities of OUAC, and (3) that COFM request COU to approach the Ministry of Colleges

and Universities to provide up to \$50,000 to cover the expenses of the pre-operating year. These recommendations were approved by COFM. In addition, a special steering committee for medical applications would be set up and membership on the Board would be sought. The Board passed a motion agreeing to co-operate with the Faculties of Medicine and COU in establishing an application service for the Medical Faculties, "subject to approval of the details when they are worked out". In December 1973, the COU appointed two representatives of the Ontario Medical Faculties to the Board, and in January the Director submitted to the Board the first draft of a "Proposed System and Procedures" for the Ontario Medical School Application Service. The Board approved the final draft at its April 1974 meeting, and a COFM representative was happy to report at that meeting that thanks to the co-operation of the Medical Schools and the exceptional services of the OMAC staff, OMSAS application forms would be available for distribution in July, and the Service in operation as of that date.

Included in the approved recommendations and system was an applicant fee of \$10.00 per school replacing the \$10.00 application fee currently required by the majority of the medical schools.

As a result of the introduction of OMSAS, appropriate changes were made in the structure of the Application Centre and in the Board's terms of reference.

The introduction of OMSAS also required a revision of the Application Centre's budget for the current (1973-74) year -- an

additional operational cost of \$50,000 (provided by the Ministry of Colleges and Universities), and a reallocation of internal overhead costs between OMSAS and the Undergraduate Application Service (UAS) within OUAC. This adjustment was reflected in the budget for 1974-75, which amounted to \$315,379 for the Undergraduate branch, \$78,555 for the OMSAS portion, and thus a total of \$393,934 for OUAC operations as a whole. Medical application fees were expected to cover the OMSAS operations, but the Undergraduate fees were not expected to cover entirely the deficit sustained in that section in 1972-73 and carried forth in 1973-74.

An item of interest to the Board was the Universities' responses to a formal request by the Committee on University Affairs for their assessment of the services rendered by the Application Centre. The replies were made available to the Board. A majority of the universities expressed favourable comments; in the instance of one critical response, the Director submitted to the Board a detailed reply.

Aside from its annual review of operational proposals for the year ahead, the Board had two further business items of note.

It re-established an Operational Review Committee -- henceforth a standing committee -- to examine the technical aspects of the Centre's undergraduate operations. For members, it chose one admissions officer and one secondary school principal whose intimate knowledge of admissions operations would enable them to

appreciate and evaluate comments or criticisms of the OUAC applications process. The existence of this committee and the identity of its members were publicized in all the secondary schools and in the universities, and all secondary school and university personnel were invited to submit their observations and recommendations to either member (or to the Board directly, if they so chose).

Finally, at its April meeting, the Board discharged an earlier undertaking to the Ontario School Counsellors' Association to meet as a body with representatives of the Association to receive their comments and suggestions and discuss any item of interest to them. The discussion bore mainly on current operations but the Association also renewed its request for a seat on the Board.

* * * * *

The Board (like the Centre) is now three years old. It will shortly have a new Chairman and some new members. It is entering a stage of maturity in which much of its business -- budgets, systems and procedures for the year ahead, review of the current year's operations -- will be routine, and new matters of policy far less frequent. But there are items on the horizon that promise stimulating discussion and momentous decisions: the possibility of extending of OUAC's services to upper years and to other professional schools in the province, for instance, and possible

demand for co-operation with other post-secondary institutions; or for broader services in areas already served.

The strength of OUAC and of its Board of Management to date has resided in three things: attention to a sound network of communications both at the decision-making and the operational levels with all bodies involved in or vitally concerned with the admissions process; the goodwill and unstinting support of these bodies -- universities, secondary schools, OUCA, COFM, and the Ministries; and finally, but perhaps most importantly, an earnest interest in the welfare of the main subject of these exercises: the applicant.

June 1974

MEMBERS OF THE BOARD OF MANAGEMENT
ONTARIO UNIVERSITIES' APPLICATION CENTRE
1971-74

A. D. Allen	1971-1972	Dean of Arts and Science University of Toronto
C. J. Askew	1971-1974	Principal, Sir Wilfrid Laurier Secondary School, London
M. Beaulieu	1974-	Associate Dean, Student Affairs University of Ottawa
M. A. Bider	1971-1974	Registrar, York University
F. W. Bradley	1973-	Associate Registrar (Admissions) McMaster University
J. W. Clarke	1973-1974	Registrar, Laurentian University
R. L. Cummins	1973-	University Affairs Officer Ministry of Colleges and Universities
A. P. Gordon	1971-1973	Assistant Deputy Minister Ministry of Colleges and Universities
M. B. Ives	1974-	Professor, Department of Metallurgy and Materials Science McMaster University
B. A. Lumsden	1971-1973; 1974-	Associate Registrar (Admissions) University of Waterloo
J. B. Macdonald	1971-	Executive Director, Council of Ontario Universities
J. A. S. McNeil	1973-	Director of Admissions York University
A. H. Milne	1971-1974	Director, Education Records Branch Ministry of Education

H. W. Sterne	1971-1973	Assistant Registrar (Admissions) Queen's University
R. L. Watts	1971-1974	Dean of Arts and Science Queen's University

Others

G. G. Clarke	(for Executive Director, ex officio) Secretary, Council of Ontario Universities
L. C. Payton	(Secretary) Research Associate Council of Ontario Universities
H. W. Pettipiere	(Director) Ontario Universities' Application Centre

Ontario Universities' Council on Admissions

U
C
A

Statement Regarding the
Relationship of O.U.C.A.,
the
Ontario Universities' Application Centre,
and the Centre's Board of Management

1. Terms of Reference

The relationship, both jurisdictional and functional, of OUCA, OUAC and OUAC's Board of Management, is determined fundamentally by the terms of reference of these bodies.

1.1 OUCA

According to a statement approved by the Committee of Presidents of Provincially Assisted Universities and Colleges of Ontario in June 1965, the purpose and tasks of OUCA were:

"to deal with all admission questions
(both policy and procedures) of joint
concern to the Ontario Universities and
specifically to make recommendations
with respect to an Ontario Universities'
Application Centre."

While the Council has now completed the second task, the first remains and OUCA is, in fact, the one formal organism

in the Province specifically charged by the Council of Ontario Universities with the responsibility of dealing with questions of joint concern to the Ontario Universities and making recommendations on matters of substance and policy to the COU.

1.2 The Ontario Universities' Application Centre

According to the Pettipiere Report (Sect. 5.1), the Centre's five basic functions, approved by COU, are to:

- "5.1.1 Receive and record applications for university admission before these are presented to the university in order to identify multiple applications...
- 5.1.2 Receive and record decisions on applications by the universities in order to identify applicants who have been accepted or rejected for admission.
- 5.1.3 Provide a means of putting unsuccessful qualified Ontario applicants in touch with universities that have vacant places.
- 5.1.4 Identify at the end of the admission season the unsuccessful qualified applicants so that universities may react to create additional places.
- 5.1.5 Provide admission data to the universities and approved agencies on the following:

1. Continuous reports throughout the admission season on the number of applicants, choice of universities and programmes.
2. Analysis of biographical data, offers of admission, candidates' reply, demand for programmes, etc. at the end of the admission period."

1.3 OUAC Board of Management

At its June meeting, the COU approved the following terms of reference for the OUAC Board of Management:

- (a) to recommend policy concerning the work of the Ontario Universities' Application Centre;
- (b) to recommend to COU budgets for the carrying out of the work of the Centre;
- (c) to review and evaluate the progress of the work of the Director of the Centre;
- (d) to consider and advise on proposals from the Director of the Centre;
- (e) to consult regularly with OUCA (and from time to time with such other bodies as may appear to the Board to be helpful) on the policy and operations of the Centre.

2. Responsibilities

From the terms of reference, the following conclusions are to be drawn:

- 2.1 OUCA has, for its area of jurisdiction, the whole domain of admission, including the activities of the Centre and its Board of Management. It has, as a corollary, the right to any information it deems pertinent or of interest, from these bodies, and the right to make recommendations on any matters of admission, to either the Board of Management (through the Executive), the Centre (through its Committees or Executive, or the COU directly.
- 2.2 The Centre, through its Director, reports on all facets of the work of the Centre to the Board of Management and receives directives in all matters of budget, policy or substance from the Board. In administrative and financial matters, it is responsible directly to the Executive Director of COU.
- 2.3 The Board of Management is responsible to the COU for the operation of the Centre, its budgetary recommendations and its policies.

3. Inter-relationship and Co-ordination

- 3.1 Co-ordination and collaboration between CUCA and the Centre are provided for by interlocking membership. The COU set the composition of the Board at 9 members, 5 of whom are members of OUCA. By invitation of the OUCA Executive at its meeting on October 12, 1971, the Director of the Centre has observer status in OUCA and is a full member of OUCA's Standing Committees on Admissions Criteria and Procedures and on Statistics and Enrolment Projections.
- 3.2 At the operational level, OUCA recognizes that certain tasks, activities and functions, while remaining matters subject to its approval, will now continue in collaboration with the Centre through the appropriate OUCA committee.
- 3.3 The OUAC Board of Management takes special note of item (e) in the Board's terms of reference: "to consult regularly with OUCA (and from time to time with such other bodies as may appear to the Board to be helpful) on the policy and operations of the Centre."

October, 1971

REPORT OF THE DIRECTOR

- PART I Pre-operating Year October 1, 1971
 - September 30, 1972
- PART II First Operating Year October 1, 1972
 - September 30, 1973
- PART III The Beginning of the Second Operating
 Year October 1, 1973 - March 1974

ONTARIO UNIVERSITIES' APPLICATION CENTRE

PART I PRE-OPERATING YEAR OCTOBER 1, 1971 - SEPTEMBER 30, 1972

HISTORICAL

The Report leading to the establishment of the Ontario Universities' Application Centre: A Study of the Need and Design of a Centre for Application for Admission to the Universities, was commissioned by the Council of Ontario Universities and accepted at the June 1971 meeting. The Executive of COU immediately advertised for a Director who was appointed on July 15, 1971 and commenced duties on August 15, 1971.

The inaugural meeting of the Board of Management was held on August 30, 1971 under the Chairmanship of Mr. M. A. Bider, Registrar of York University.

Temporary offices for the Application Centre were established at the COU office until October 1971 when the Application Centre was established in Guelph, Ontario.

PHYSICAL PLANT AND PERSONNEL

The Board at its first meeting asked the Director to prepare a report on the possible locations for the Application Centre.

The main considerations in choosing a location were low economic costs and service to the universities. On comparing computer service costs with private agencies and universities it was obvious that university computer services were much more economical. It was also agreed that office rent and clerical labour would be much cheaper outside of Toronto. The area of Hamilton, Guelph and Waterloo was chosen as being close enough to the COU offices, yet in an area of cheaper costs and still accessible to the majority of universities. McMaster, Waterloo and Guelph universities were invited to submit tenders for computer service. The University of Waterloo did not tender. McMaster University was involved in upgrading its computer to a newer model and was involved with the usual problems of converting programs. The University of Guelph's tender was therefore accepted and a contract was negotiated for a three-year period.

Office space was leased in Guelph from Omark Canada Limited for a three-year period.

The Centre was fortunate in acquiring exceptionally qualified senior personnel. Mr. G. S. Arthurs, Assistant Director, was formerly the Associate Registrar, Systems, at the University of Guelph. He had previously served on committees of the Ontario University Registrars' Association and the Ontario Universities' Council on Admissions. The Senior Systems Analyst, Mr. R. B. Riley, came from York University where he participated in the early development of systems at that university and specifically in the Office of the Registrar and Admissions. The success of the operation of the Centre in the first two years of operation was in no small part due to the work of these two staff members.

COMMUNICATIONS

As a service unit to the admission officers of the universities depending on full cooperation of the secondary schools it was important to establish good communication with both groups.

Each university was asked to designate a University Liaison Representative to the Centre. This representative would receive all communications from the Centre. As the administrative pattern of each university differs, this procedure was essential for the proper communication of the Centre with the university.

In addition, each university was asked to designate a data processing representative to serve on an Operating Committee. Under the Chairmanship of the Assistant Director, all systems and procedures and other technical information were discussed with and communicated to this group.

A notice was sent to all of the Principals of the Ontario Secondary Schools (including private and night schools) informing them of the establishment of the Centre, its purpose and the services to be provided. Later in the year, a circular "An Introduction to the Application Centre" was printed and distributed to the schools.

The first public announcement of the Application Centre was made at Guidance Dialogue in May 1972. The Director spoke to approximately 800 Guidance Teachers on the operation of the Application Centre. A mailing list was established and various memoranda were sent to the schools as the development of the Centre progressed.

Two visits were made by the Assistant Director and Director to all of the universities. The first visit was made during the fall of 1971 when the original report was discussed at the university. An attempt was made to ascertain the needs and wishes of each university in the development of the system. The second visit was made in the spring of 1972 with the final draft of the system. At this time an attempt was made to discover any problems which might occur with the implementation of the system.

In March 1972 a briefing meeting was held with representatives of the admission staff of each university present. Over 80 representatives of the universities attended. McMaster, Waterloo, and Western Ontario presented reports on how their universities were implementing the system and procedures. From this meeting several important revisions were made in the system.

In September 1972 a second briefing meeting was held at which time a complete review was made of the systems and procedures. This workshop allowed each member to ask questions as the system and procedures were reviewed. By this time the system was ready to commence operation in October 1972.

OPERATIONS

The activities of the Centre in 1971-72 were in two main areas

A Pre-operating Activities 1971-72;

B Development of the Operating Activities for 1972-73.

A Pre-operating Activities 1971-72

The Application Centre accepted the responsibility for several activities formerly carried out by the Council of Admissions and the Council of Ontario Universities.

1. 1972 OUCA Admission Data System

The work carried out in 1971 by COU and OUCA by the "Lumsden Committee" was continued in 1972 by the Centre. Five submissions of application, admission and registration data were received from the fifteen universities. This data was merged and matched at the Centre and a central file was prepared.

These data were prepared in statistical tables and distributed by COU following the format of tables of the 1971 study.

2. Universities' Information Centres

At the request of OUCA, the Centre continued the system of universities reporting to the other universities and secondary schools the programs for which applications are still being received during July and August. These data were collected and distributed to the schools throughout the summer.

3. Grade 13 Master File

The Centre made arrangements with the secondary schools to receive a copy of the General Application Form. These forms were edited, coded and processed and entered on a master student file. This exercise was extremely valuable in training clerical staff and gaining experience in the establishment of a student file.

B Development of the Operating System for 1972-73

The Centre produced four separate drafts of the systems and procedures for the first operating year. Each draft was presented to the Board of Management and the Council on Admissions for their review and comments. All revisions suggested by these two groups were incorporated into the final draft. The final draft was approved by OUCA on May 24, 1972.

This material was established as a manual and a copy sent to each member of the Board of Management, Registrars, Members of the Operating Committee and University Liaison Representatives. The manual, in addition to the system and procedures, contains the code descriptions, file formats and all technical data required in the system.

PART II FIRST OPERATING YEAR OCTOBER 1, 1972 - SEPTEMBER 30, 1973

COMMUNICATIONS

At the beginning of the application cycle on October 1, 1972 the operation of the Centre commenced with the sending of information to the secondary schools. A poster "Applying for Admission to an Ontario University?" was sent to all schools outlining the application procedure. A supply of booklets on the Application Centre was also sent to the schools for their Year 5 students. This publication was printed in French and English. A manual "Notes for Secondary Schools" was prepared and distributed to the secondary schools for the use of the Principals and guidance personnel. This manual outlined the application procedures and contained examples on the completion of the forms. In addition, the Director accepted several invitations to discuss the system with secondary school applicants and guidance teachers. A system of memoranda was established to keep secondary schools informed on the activities of the Centre.

At Guidance Dialogue 1973 held at Brock University in May 1973, the Director spoke to over 500 guidance teachers on the operation of the system and proposed changes for the next year. In addition the Director and Assistant Director met with smaller groups of guidance teachers to obtain their comments on the operation of the Centre.

The September 1972 briefing meeting held before the commencement of the first operating year dealt in detail with the first part of the operating system. A second briefing meeting was held in Toronto in March 1973 to cover in detail the second part of the system as well as a review of the system to date.

Throughout the year the University Liaison Representatives to the Centre were kept updated on the operation of the system. In addition the Director and Assistant Director visited all the universities and held sessions with the admission personnel.

OPERATION

The system and procedures in the first operating year proceeded as outlined in the manual. When it became obvious that there would be sufficient places in the universities for all qualified applicants, it was decided that the clearing process was much too complicated for the number of applicants that might be involved. The clearing process was designed to match qualified applicants who were not accepted in their first choices of universities to those universities that still had unfilled places.

The clearing process was amended so that an applicant cleared himself by dropping universities that did not offer him admission and adding new universities. This was the only major change in the system during the first year of operation.

The Application Centre was concerned about the confidentiality of application data from the commencement of the collection of applicant data. Guidelines on the Release of Application Data were subsequently prepared and approved by the Board. These guidelines attempt to reflect a reasonable balance between the obligations of confidentiality and the need of institutions for these data in their planning and development.

The Year 5 (Grade 13) stream of applicants was designed to make use of the Ministry of Education CROS file. This system of registration of Year 5 students provided biographical data on students and the collection of final Year 5 marks. By using this computer file, all Year 5 applications were preprinted which saved the applicant from again submitting his biographical data. The final marks file provided final Year 5 marks on computer tape which were readily made part of the applicant's record. The Ministry of Education indicated to the Centre that it was discussing the discontinuance of the Year 5 CROS file because of its cost. The Council of Admissions and the Application Centre were both keenly interested in the continuance of this file.

A special meeting was called by the Council on Admissions during the first week of May as some universities appeared to be concerned about the collection and distribution of interim Year 5 marks used for early offers of admission. The concerned universities raised the question of changing the May 16th date for offers of early admission to a later date. A good discussion on the operation of the system was held at this meeting. At the end of the discussion only one university felt that the date should be changed with the result that no changes were made.

The Application Centre has used the Inter-University Transit System for the distribution of material to the universities. Hard copy material (e.g. application forms, mark forms, amendments) was sent to the universities on a daily basis. Machine data was sent every Tuesday. Universities received the material the same or the following day. The IUTS provided excellent service picking up and delivering material at the Centre. Some universities experienced difficulty receiving material after it arrived on campus. This was gradually sorted out.

BUDGETING AND FINANCING

The budget for the first year of operation was approved by COU in January 1972, nine months before the commencement of the operation. The budget was based on a \$4 application fee and a grant of \$65,000 from the universities. In the two previous years it was felt from the statistics prepared by the Lumsden Committee that there were 60,000 applicants in the system. This would contribute approximately \$300,000 revenue and the projected expenditures would be about \$320,000.

At the end of the first year of operation the expenditures were approximately \$317,000 slightly below the projected figure. Revenue on the other hand, including the COU grant was approximately \$256,000. This accounted for a deficit of approximately \$61,000. The loss of revenue was no doubt the result of a marked decrease in applications and in poor counting of applicants from previous years. At the end of the fiscal year (June 30, 1973) it was obvious that unless the application fee was increased the deficit in 1974 would be

totally unmanageable. The Board therefore increased the application service fee to \$6.00 per applicant.

At the beginning of the first operating year, it was decided that the operation of the Centre should be supported by a \$4.00 application service fee and a COU grant of \$1 per applicant. During the year COU indicated that the Centre should be self-supporting and that all revenue should be derived from the fee. This changed the fee from \$4 to \$5 and with the deficit in first year an additional \$1 was added to finalize the 1973-74 fee at \$6.

EVALUATION OF THE FIRST YEAR OF OPERATION

The primary objective of the staff at the Application Centre in the first year of operation was to insert an entirely new centralized system of application into the admission system of fifteen different universities and at the same time avoid any confusion or chaos which might injure the university in its normal application and admission process. In this primary objective, the Application Centre was completely successful. The entirely new and untried system operated successfully with only a few minor problems. It is felt that this in part was due to the proper communication established with the secondary schools and the universities in keeping them advised of the system, procedures and operation.

During the first part of the operation in December 1973 it became obvious that the secondary schools were at a disadvantage with their applicants in not retaining a copy of the completed application in the school. The Application Centre was also faced with a problem of not having a named contact person in the secondary school. This made communication with the school on applications a most difficult problem. In order to control multiple application forms being submitted to the Centre, blank forms were not available in the secondary school. A system of request for application forms was used whereby an applicant requested a form from the Centre. A preprinted form was prepared from the computer and sent to the applicant. This system was cumbersome and delayed getting the form to the applicant.

The application forms also carried a section on alternate choices of programs within the three university choices. This caused a great deal of confusion with the applicants.

The application form for regular applicants, who were not currently in Year 5, had space for only one university choice. This meant that an applicant who wished three choices had to contact three separate universities to obtain three application forms.

Another major problem experienced in the system was with applicant amendments. Unlike the U.K. System, the Ontario system was designed to handle applicant amendments to university and program choices as well as order of preference of these choices. The amendment document however was not distributed until the interim marks were received in March. This system concentrated the amendments in the months of April and May. The universities also asked that amendments be frozen during the month of May so that they would not interfere with the adjudication process. In addition amendments were accepted from applicants on various documents which allowed the same amendment to be submitted on several occasions.

The Application Centre also became concerned with the amendments to the order of preference of choices caused by action of the universities in the awarding of scholarships, assignment of residence accommodation and in admission to controlled programs.

The processing of the interim marks on the OUAC 102 used to collect marks from the secondary school and the distribution of this hard copy also presented problems at the Centre. There are 841 different Year 5 courses registered with the Ministry of Education. The editing and coding of 35,000 of these documents was a monumental task. Only 30% of the forms were received by the deadline on March 9, with the remainder being received the following week.

When the Year 5 marks were received at the Centre, they were edited, coded and entered on a machine record. A Verification Report was prepared from the machine record and returned to the secondary school for verification that all courses and grades were received. Many schools used this report to submit more up-to-date grades based on a second set of Year 5 examinations.

STATISTICS

Commencing in January 1973 application statistics on a monthly ongoing basis were distributed to the admission officer at each university. These were distributed on the third Friday of each month.

The following ongoing reports were distributed:

1. Application Counts of Year 5 Applicants and Regular Applicants by University and Choice Preference;
2. Program Choices of Year 5 Applicants and Regular Applicants by Choices 1, 2, 3;
3. Affirmative Responses of Year 5 Applicants and Regular Applicants by Choices 1, 2, 3 and by Universities (June to September only).

In addition several reports on amendments to choices of universities were also distributed.

At the end of the admission cycle, the Centre prepared and distributed a series of year-end statistics similar to those prepared in 1971 and 1972 by OUCA and COU.

PART III SECOND OPERATING YEAR JULY 1, 1973 - JUNE 30, 1974

CHANGES IN OPERATION FOR 1973-74

The Application Centre contacted the secondary schools early in September and compiled a mailing list of contacts by name for each school rather than sending all communications addressed to the Principal. This aided the Centre in communicating with the secondary schools.

The manual "Notes to Secondary Schools" giving instructions for completing the various forms was expanded giving examples for the completion of the forms.

A revised poster "Applying for Admission to an Ontario University?" was printed in English and French and distributed to the secondary schools.

An "Applicant Status Report" was sent to each school during the first week of February, March, April and May which listed the names of the applicants from each school, the university choices, and the interim marks (number of credits, total marks, number of courses, and average). This proved to be of considerable value to the secondary schools as they were updated each month on any change in the status of the applicant.

The Acknowledgement/Amendment form was sent to the schools in late January allowing applicants to amend choices commencing in January. This tended to spread the amendments over several months rather than concentrating them in a relatively short period of time.

The date for the receipt of Year 5 Interim Marks was changed by OUCA from March 9th to April 1st to allow semester schools an opportunity to obtain an assessment on courses commencing in February.

The application forms were also redesigned to eliminate the section on alternate choices. The regular application form was redesigned to allow

the applicant three choices on the one form. Blank forms were sent to the schools eliminating the request for forms to the Centre.

The Year 5 application system was changed to allow a file copy of the form to remain in the secondary school for record purposes. In order to obtain this copy the system for the remittance of the application fee by the applicant was revised. A preprinted fee envelope was developed and sent to the schools with the application forms. The applicant inserted a money order or cheque in the envelope and returned it directly to the Application Centre.

The OUAC 102 used for the collection of Year 5 Interim Marks was preprinted. A list of Year 5 courses given by each school was obtained from the Ministry of Education. Secondary schools completing the form were now only required to enter the grade, make any necessary corrections and add the Principal's comments. This greatly simplified the procedure for the schools.

The major change instituted with the universities was in the handling of amendments. "Amendment Data Sheet" was designed which reported the amendments on each applicant direct from the computer. This eliminated the photocopying of hard copy and forwarding to the universities.

PILOT PROJECT

The Application Centre in cooperation with the Toronto School Board developed a pilot project on the machine printing of the Year 3 and 4 marks directly on the application form and the Year 5 marks on the OUAC 102. This project covered 20 Toronto secondary schools and involved approximately 2,500 applicants. The results of this project would indicate that it is well received by the schools, as it eliminates the school hand entering the grades on the form. It is expected that this project will be expanded in 1976 when the procedures can be simplified.

The admission cycle was preceded in September 1973 with a briefing meeting held in Toronto. All the changes in the system and procedures were discussed with the university representative. The processing of applications appeared to run more smoothly with the university due to their experience from the

previous year. There appeared to be a lot less uncertainty about the operation.

OMSAS

In the Spring of 1973, the Director was asked by the sub-committee on Admissions of the Council of Ontario Faculties of Medicine to submit a brief on the operation of an Ontario Medical School Application Service. The sub-committee of the Board had preliminary discussions with the medical group suggesting that they consider OUAC operating such a service.

COU at its meeting on October 15, 1973 approved a proposal from the Council of Ontario Faculties of Medicine for the establishment of an Ontario Medical School Application Service to be operated by OUAC. The Application Centre is to operate with two divisions, an undergraduate division and a medical school division.

Monthly meetings were commenced immediately with the admission sub-committee on developing the system and procedures and the design of the application material. A grant of up to \$50,000 was made by the Ministry of Colleges and Universities for the development of this system. The new service will commence on July 1, 1974 for receipt of applications for admission in September 1975.

BUDGET AND FINANCING

The first summer operation of the Centre (July, August, September 1973) proved to be rather disappointing with a relatively small number of applications received and with costs higher than projected. The cost of processing new applications to a rather large (50,000 records) application file resulted in high costs and low revenue.

The new application cycle proved to be more satisfactory. The number of applications received up to March 1, 1974 was up over 8% from 1973. This

provided additional revenue. Based on experience from the previous year we were able to decrease some costs (e.g. computer) but the inflationary costs seemed to reduce these savings. The 1974-75 budget was the first of the three previous budgets which was based on actual figures from the first complete year of operation. This budget was a combined budget of the operation of the undergraduate application service and the medical school application service.

No application service fee increase from the undergraduate service was requested for 1974-75.

H. W. Pettipiere

Director

April 1, 1974

TABLE 1

GENERAL SUMMARY TABLE OF SYSTEM TOTALS

Admission Cycle - October 1, 1972 - September 30, 1973

	<u>Year 5</u>	<u>Regular</u>	<u>Total</u>
Number of active applications	92,911	22,190	115,101
Number of inactive applications	5,830	1,101	6,931
Total number of applications	98,741	23,291	122,032
Number of active applicants	34,552	16,276	50,828
Number of inactive applicants	651	904	1,555
Total number of applicants	35,203	17,180	52,383
Number of applications/applicant	2.8	1.4	2.3
Number of confirmed responses	25,892	7,192	33,084
Number of registered applicants	24,679	7,680	32,359
Number of registered transfers and repeaters			2,352
Number of unidentified registrants			830
Total registered			35,541

TABLE 2

ACTIVE APPLICATIONS AND REGISTERED APPLICANTS
AS A PERCENTAGE OF ACTIVE APPLICATIONS

Admission Cycle - October 1, 1972 - September 30, 1973

	APPLICATIONS			REGISTERED APPLICANTS					
	YEAR 5	REGULAR	TOTAL	YEAR 5		REGULAR		TOTAL	
				No.	%	No.	%	No.	%
Brock	1,183	487	1,670	345	29.2	245	50.3	590	35.3
Carleton	4,486	1,011	5,497	1,181	26.3	361	35.7	1,542	28.1
Guelph	5,555	1,434	6,989	1,583	28.5	605	42.2	2,188	31.3
Lakehead	1,414	499	1,913	328	23.2	112	22.4	440	23.0
Laurentian	2,026	519	2,545	588	29.0	197	38.0	785	30.8
McMaster	8,659	2,091	10,750	1,791	20.7	442	21.1	2,233	20.8
Ottawa	4,935	2,179	7,114	1,042	21.1	1,006	46.2	2,048	28.8
Queen's	7,314	1,548	8,862	1,672	22.9	423	27.3	2,095	23.6
Toronto	16,969	2,682	19,651	5,985	35.3	866	32.3	6,851	34.9
Trent	1,553	446	1,999	393	25.3	206	46.2	599	30.0
Waterloo	10,726	2,092	12,818	2,676	24.9	654	31.3	3,330	26.0
Western	14,084	2,276	16,360	3,566	25.3	860	37.8	4,426	27.1
W.L.U.	1,984	548	2,532	582	29.3	203	37.0	785	31.0
Windsor	3,076	992	4,068	952	30.9	475	47.9	1,427	35.1
York	8,947	3,386	12,333	1,995	22.3	1,025	30.3	3,020	24.5
TOTAL	92,911	22,190	115,101	24,679	26.6	7,680	34.6	32,359	28.1